DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-5311 (Rev. 5-92) (Page 1)

OFFICER EVALUATION REPORT (OER) LEVEL I

CG-5311 (Rev. 5-92) (Pag	je 1)				_						
1. ADMINISTRATIVE DAT	A								Y	Y MM	DD
a. NAME (Last, First, Middle Initial)			b.	SSN	c. STATUS INDICA	TOR/S	PECIALTY	d. GRADE	e. DA	TE OF R	ANK
f. UNIT					g. DIST - OPFAC			h. OBC	i. DAT	E REPOR	RTED
i. OCCASION FOR REGULAR REPOR	RT				k. EXCEPTION REF	PORT		I. PERIOD OF RE	PORT		
Annual/ De		ent/Change of Officer Detachment of Officer		Promotion of Officer	Special	$\overline{}$	oncurrent		TO		
m. REPORTED-ON OFFICER SIGNA		Officer Officer		Officer	n. DAYS NOT OBSE	RVED				TE SUBM	ITTED
					TAD	LV		OTHER			
2. DESCRIPTION OF DUTI	IES:										
DOCUMENTS ATTACHED:											
	TIES	: Measures an officer's ability to get things of	done.								
a. <u>BEING PREPARED:</u>	1		3	Anticipated well. Rarely	caught unprepared.	5	Always rea	idy. Never caugh	t unprepar	ed. 7	N/O
Demonstrated ability to anticipate, to identify what must be done, to set priorities, and to prepare for accomplishing unit and organizational missions under both predictable and uncertain conditions.	_	Got caught by the unexpected. Appeared to be controlled by events/crises. Set vague or unrealistic goals, if any. Set wrong priorities. Tended not to follow existing operating procedures, plans, or systems. (Not always prepared to meet responsibilities or missions.)		Anticipated well. Rarely Set high but realistic go positive action to meet chai situations. Skillfully used procedures, plans, or s homework to stay w responsibilities and mission	oals. Took prompt nging or unexpected existing operating systems and "did well prepared for s.		events/proble controlled e state of responsibilitie adversity into	dy. Never caugh oked beyond thems. Set the "right vents. Achieved hipreparation for es and missions. To o opportunity.	" priorities a ghest poss accomplish urned poten	_	
b. USING RESOURCES:	0	Overland available recourses	O	Successfully used au-	ailable resources	0	Cot the mos	t out of pooplo. He	od all availa	o O	
Demonstrated ability to delegate, to provide follow-up control, and to utilize people, money, material, and time effectively.		Overlooked/underused available resources. Wasted materials, or improperly utilized publications and equipment. Did not always provide subordinates adequate resources and direction. Over/undersupervised; did not delegate wisely. Assigned wrong personnel to a given job. Failed to follow-up.		Successfully used ava- publications, and equipm assigned tasks. Budgete productively. Found way Delegates; made logical Ensured subordinates ha materials, time, and directio	nent to complete ed own/others time ys to cut waste. work assignments. ed adequate tools,		came up subordinates more with le	t out of people. Us the best advantage with ways to sa time, eliminate was "in producing hic wed up and knew w	ave own a vaste, and yh-quality wo	and "do ork.	
	0	0	0	0		0		0		0	
c. GETTING RESULTS: The quality/quantity of the officer's work accomplishments. The effectiveness or impact the results had on the officer's unit and/or the Coast Guard.		Usually met specified goals in routine situations. Occasionally produced or accepted work that needed upgrading or redoing. Results maintained the status quo.		Got the job done in all routi many unusual ones. Full and requirements even wh scarce. Produced finisher required same from subordi a positive impact on departr	illed identified goals nen resources were d quality work and inates. Results had		ways to do	s which far su in all situations. more and do it be nstraints. Own wo was consistently d redoing. Results act on unit and/or Co	tter in spite rk and that	of of ity; ant	
d. RESPONSIVENESS:	0	Needed reminding: did not report back.	0	Reported back: kept	vou informed.	0	Highly cons	scientious: kept	cunariare v	Vall	0
The degree to which the officer responded, replied, or met deadlines in a timely manner.	0	Tended to miss dué dates or deadfines without justification. Slow or late responding to requests, memos, letters or calls. Resisted changes in policy, direction, or responsibilities.	0	Dependably completed deadlines. Made timely res memos, letters and calls. policy, direction, or respons	projects and met ponses to requests, . Took changes in ibilities in stride.	0	informed. A Was unusua requests, Extremely fl to change responsibilitie	Ilways completed ally prompt in res memos, letters, exible; responded is in policy, es.	projects ea ponding to and ca enthusiastic direction,	rly. all alls. ally or	0
e. WORK-LIFE SENSITIVITY/ EXPERTISE: The acquisition and use of both knowledge and skills to enhance the overall quality of life and general welfare of CG members and their families. The officer's interest in and level of support for CG Work-Life and related programs regardless of billet.	0	Failed to recognize importance of Work-Life in executing responsibilities to CG and personnel. Contributed to an imbalance. Showed disregard for Work-Life as management tool. Avoided opportunities to develop expertise including acquisition of essential knowledge or skills. Lacked basic understanding of principles involved and/or knowledge of organization.	0	Knowledgeable on Work-Lift and resources. Translated effective action for ber personnel. Showed apprecia of Work-Life to Coast retention, and productivity.	that knowledge into	0	balänce ai responsibilitie families. De promote Wor greater know	depth knowledge irectly contributed mong requiremen es of the billet, pers veloped innovative rk-Life initiatives. A wledge/understandin thers. Noteworthy	ts of u onnel, and th approaches ctively pursu g of Work-l	Life ing nit, neir to Jued Life	0
f. OPERATIONAL/SPECIALTY		Failed to meet acceptable standards or		Competent authority on spe	ecialty or operational		Superior op	erațional or speci	alty expert	ise	
EXPERTISE: The acquisition of both knowledge and skills and the demonstration of both technical competency and proficiency in an operational/specialty billet. (Includes seamanship, airmanship, engineering, commercial vessel safety, SAR, law, etc., as appropriate.)	0	demonstrate satisfacfory progress in operational or specialty qualification. Required excessive guidance or supervision. Experienced difficulty grasping concepts or demonstrating proficiency. Failed to maintain qualifications. Recommendations were occasionally unreliable. Avoided opportunities to further develop or demonstrate operational or specialty expertise.	0	issues. Excellent acquisitio operational or speciality and skills) for assigned out supervision. Sought incre Recommendations were steady professional growth training, and professional re	on and application of xpertise (knowledge ies. Needed minimal assed responsibility, reliable. Showed through education,	0	(knowledge complex iss Rarely nee Attitude reflet Rapid profes typically flat beyond requibeyond perfexamples.	erational or speci and skills). Remar sues, concepts, a ded guidance of icted a follow my le sional growth. An a wless. Professiona irements. Significant formance of dutie	kable grasp und situation supervisi ead!" approa cohiever. Adw ul developm achieveme s. Notewor	of ns. on. ch. ice ent nts thy	0
g. COLLATERAL DUTY/ ADMINISTRATIVE EXPERTISE: The level of service knowledge, technical and managerial skills the officer demonstrated in collateral duties or in addministrative responsibilities. (Includes CMCO, morals, civil rights, committees, etc.,		Required excessive guidance or supervision in routine activities. Slow to develop or "come up to speed."		Rapidly acquired necessar competent dealing with problems, or situations. Ada and then applying, corr manage the department or accomplish command on needed guidance or supervi	y knowledge. Very complex issues, dept at determining, ect procedures to unit efficiently and objectives. Rarely sion.		Significant contributions improvement professional had wide- examples.	efficiency or to the unit or Co ts to existing methor responsibility. Ac ranging impacts.	organizatio past Guard, pds in areas complishme Notewor	inal	
as appropriate.)		\cap	\cap			\bigcirc		\circ			

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h. COMMENTS:				•				
4. INTERPERSONAL RELA a. WORKING WITH OTHERS:	ATIO	NS: Measures how an officer affect	ts or	is affected by others.	5	Excelled at getting all ranks/positions to work	7	N/C
Demonstrated ability to promote a team effort, to cooperate, and to work with other people or units to achieve common goals.	'	Sometimes disregarded the ideas and feelings of others, or caused hostility because of failure to inform or consult. Impatient or impolite; talked too much or listened too little. Was inflexible, lost temper or control. Was slow to resolve conflicts. Not a team player.	3	Encouraged open expression of ideas and respected the views/ideas of others. Worked comfortably with others of all ranks/positions. Kept others informed; consulted others. Got different people and organizations to work together without mandates. Carried share of load. Helped others resolve conflicts and stay focused on team goals.	3	Excelled at getting all ranks/positions to work together. Skillfully used knowledge of group dynamics. Inspired cooperation among diverse individuals or groups. Stimulated open expression of ideas. Channeled group conflict into creative energy; achieved goals not otherwise obtainable.	,	TW/C
	0	0	1 ()			0	0	C
b. HUMAN RELATIONS: The degree to which this officer fulfilled the letter and spirit of the Commandant's Human Relations Policy in personal relationships and official actions.		Exhibited discriminatory tendencies toward others due to their religion, age, sex, race, or ethnic background. Allowed bias to influence appraisals or the treatment of others. Used position to harass others; was disrespectful; made slurring remarks. Did not hold subordinates accountable for their human relations responsibilities.		Treated others fairly and with dignity regardess of religion, age, sex, race, or ethnic background. Carried out work, training, and appraisal responsibilities without bias. Held subordinates accountable for living up to the spirit of the Commandant's Human Relations Policy.		Through leadership and demonstrated strong personal commitment, promoted fair and equal treatment of others in all situations, regardless of religion, age, sex, race, or ethnic background. Actively campaigned against prejudical actions or behavior by others. Made clearly noteworthy contributions to this end.		
c. COMMENTS:	0	O	0	0	0	0	0	C
5. LEADERSHIP SKILLS: a. LOOKING OUT FOR OTHERS: The officer's sensitivity and responsiveness to the needs, problems, goals, and achievements of others.	1	sures an officer's ability to guide, dir Showed little concern for the safety, problems, needs, or goals of others. Overlooked or tolerated unfair, insensitive, or abusive treatment of others. May have been accessible to others, but unresponsive to their personal needs. Seldom acknowledged or recognized subordinates' achievements.	3	develop, influence, and support other Cared about people. Recognized and responded to their needs. Concerned for their safety/well-being. Was accessible. Listened and helped with personal or job-related problems, needs, and goals. When unable to assist, suggested or provided other resources. "Went to bat" for people. Rewarded deserving subordinates in a timely fashion.	5	Demonstrated a commitment to develop and nurture a caring community in others. Personally ensured resources were available to meet people's needs and that limits of endurance were not exceeded. Was always accessible to others and their problems. Extremely conscientious in ensuring subordinates received appropriate and timely	7	N/C
b. <u>DEVELOPING</u>	0	Showed little interest in training or development	0	U			O	
SUBORDINATES: The extent to which an officer used coaching, counselling, and training and provided opportunities for growth to increase the skills, knowledge, and proficiency of subordinates.	0	of subordinates. May have unnecessarily withheld authority or over supervised. Did not challenge subordinates' abilities. Tolerated marginal performance, or criticized excessively. Did not keep subordinates informed; provided little constructive feedback.	0	Provided opportunities and encouraged subordinates to expand their roles, handle important tasks, and learn by doing. Held subordinates accountable; provided timely praise and constructive criticism. Provided opportunities for training which supported professional growth.	0	Created challenging situations which prompted an unusually high level development of people. Unit or work group ran like "lockwork". People always knew what was going on and routinely handled the unexpected. Developed comprehensive and creative training programs; promoted a commitment to learning and personal development.	0	C
c. <u>DIRECTING OTHERS:</u>		An officer who had difficulty controlling and influencing others effectively. Did not instill		A leader who earned the support and commitment of others. Set high work standards		A strong leader who commanded respect and inspired others to achieve results not normally		
The officer's effectiveness in in- fluencing or directing others in the accomplishment of tasks or missions.		confidence or enhance cooperation among subordinates and others. Set work standards which were vague or misunderstood. Tolerated late or marginal performance. Faltered in difficult situations.		and expectations which were clearly understood and required subordinates to meet them. Evenhanded. Kept others motivated and on track even when "the going got tough."		attainable. People wanted to serve under his/her leadership. Communicated high work standards and expectations which were clearly understood. Got superior results even in time-critical and difficult situations. Won people over rather than imposing will.		
d. <u>EVALUATIONS:</u>	О	Failed to prepare and/or submit enlisted,	0	Prepared uninflated enlisted, civilian, and officer	O	No reports submitted late or returned by	O	
The extent to which an officer as Reported-on Officer, Supervisor, Reporting Officer, Reviewer, Administrative Reviewer, or Commanding Officer conducted, or required others to conduct, accurate, uninflated, and timely evaluations for		civilian, or 'officer evaluations which were accurate or timely. Reports were often returned for improvement. Provided little or no counseling to subordinates. Subordinates failed to submit timely, administratively correct, or substantively supported evaluations. Failed to reject reports to subordinates that were unacceptable.		evaluations which were consistently submitted on time. Evaluations clearly measured performance and behavior against published standards. Marratives were fair, concise, descriptive, and contained specific observations. Few evaluations, if any, were returned by COMDT.		COMDT for correction. No reports of subordinates submitted late or returned for correction. Rejected reports to subordinates for improvement to meet high standards. Comments were specific and always supported numerical evaluations. Set high standards for counseling subordinates.		
uninflated, and timely evaluations for enlisted, civilian, and officer personnel.	Ю	, O	\bigcirc) O	0	<u> </u>	\cup	$\mid C$

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e. COMMENTS:						•				
6 COMMUNICATIONS SKI	10.	Managera on off	ioorlo obili	itu ta aan		icata in a pacitiva, alaan, and aanvin	منمم			
a. SPEAKING AND LISTENING: How well an officer spoke and listened in individual exchanges, large or small groups, briefings or public situations demonstrated ability to express verbal thoughts clearly, coherently, logically	1	Weak speaking or inappropriate langual Expressed thoughts confidence, common so or lost the audience. Argumentative. Identify required better skills.	istening skill ge or m lacked ense, or logic Failed to liste	ls. Utilized nannerisms. preparation, c. Rambled en carefully.		accomplished speaker: comfortable in both public and private situations. Spoke in an articulate, confident, and credible manner with appropriate gestures and without distracting mannerisms. Not visibly uncomfortable in extemporaneous presentations. Listened attentively to others and the audience.	5	Displayed a remarkable ability to identify and discuss key issues, and to express thoughts clearly, coherently, and extemporaneously with credibility. Captivated and persuaded audiences. Chosen by superiors to make presentations on complex or sensitive issues, or when audience had unusual significance.	7	N/O
and extemporaneously.	0	Written meterial frague	othy sometimed	rouldian for	0	Written material act example for brouity, clarity	0	Currenced complex and controversial meterial in	0	0
b. WRITING: How well an officer communicated through written material and proofread before submission; demonstrated ability to prepare or review communication for superiors, self or subordinates and to express written thoughts clearly, coherently, logically and persuasively.	0	Written material freque clarity, lack of proofrea the Coast Guard Co Manuals.	ntly required adding, or required porrespondence	revision for irements of e or Style	0	Written material set example for brevity, clarity, logic, persuasion, and tact. Correspondence grammatically correct and appropriate for the audience. Conscientious proofreader. Material from subordinates reflected the same high standards.	0	Expressed complex and controversial material in such a lucid and persuasive way that achievement of stated objectives was materially aided. Meticulous proofreader. Written material responsible for unit achievement or mission accomplishment, or published material brought credit upon CG. Provide noteworthy examples.		0
7. SUPERVISOR AUTHENTS a. NAME AND SIGNATURE 8. REPORTING OFFICER C			b. GRADE	c. SSN		d. TITLE OF POSITION		e. DATE		
6. KEFORTING OFFICER C		IENITQ.								
O DEDSONAL QUALITIES				iah illusta	oto (i					
9. PERSONAL QUALITIES: a. INITIATIVE:	Mea	sures selected qu	ialities wh on. Implemer	nich illustr nted change	ate t	Strove to do the job better Developed new	5	Aggressively sought additional responsibility.	7	N/O
	Mea 1		on. Implemer by necessity en by events	nted change or directed May have	ate th			Aggressively sought additional responsibility. Was extremely innovative. Originated, nurtured, promoted, or brought about new ideas, methods, or practices which resulted in significant improvements to unit and/or Coast Güard. Did not promote change for sake of change. Made worthwhile ideas/practices work when others may have given up.	7	
a. <u>INITIATIVE:</u> Demonstrated ability to move forward, make changes, and seek responsibility	Mea	sures selected qu Postponed needed acti only when confronted to do so. Often overtak suppressed initiative unsupportive of chang authority.	on. Implemer by necessity ten by events of subordina es directed	nted change or directed s. May have ites. Was by higher	ate t	Strove to do the job better. Developed new ideas, methods, and practices. Got things done. Made improvements; worked smarter, not harder." Self-starter; not afraid of making mistakes. Supported new ideas/methods/practices and efforts of others to bring about constructive change. Anticipated problems and took timely action to avoid/resolve them. Demonstrated analytical thought and common		IWas extremely immovative. Originated, nurtured, promoted, or brought about new ideas, methods, or practices which resulted in significant improvements to unit and/or Coast Guard. Did not promote change for sake of change. Made worthwhile ideas/practices work when others may have given up.	7	N/O
INITIATIVE: Demonstrated ability to move forward, make changes, and seek responsibility without guidance and supervision.	Mea 1	sures selected questionly when confronted to do so. Often overtak suppressed initiative unsupportive of change	on. Implemently necessity en by events of subordinal es directed or showed on trake armation. Die beeded watchin too man	nted change or directed s. May have sites. Was by higher uncertainty e acted too dvantage of d not keep ng; repeated	<u>ate tl</u> 3	Strove to do the job better. Developed new ideas, methods, and practices. Got things done. Made improvements: "worked smarter, not harder." Self-starter; not afraid of making mistakes. Supported new ideas/methods/practices and efforts of others to bring about constructive change. Anticipated problems and took timely action to avoid/resolve them.	0	Wäs extremiely imóvative. Originated, nurtured, promoted, or brought about new ideas, methods, or practices which resulted in significant improvements to unit and/or Coast Guard. Did not promote change for sake of change. Made worthwhile ideas/practices work	7 0	
a. INITIATIVE: Demonstrated ability to move forward, make changes, and seek responsibility without guidance and supervision. b. JUDGMENT: Demonstrated ability to arrive at sound decisions and make sound recommendations by using experience, common sense, and analytical thought in the decision process. c. RESPONSIBILITY: Demonstrated commitment to getting the job done and to hold one's self accountable for own and subordinates actions; convictions: ability to accept decisions contrary to own views and	Mea 1	Sures selected quere la construction of the desired possible suppressed initiative unsupportive of changauthority. Sometimes indecisive when making decision quickly or too late. Digod sources of info superiors informed. Ne mistakes. Made	on. Implement on processity when by events of subordinates directed or showed s. May have d not take a manions. Other too manions. Other too manions. Tended no satisfactor Tended no provided minimum provided mi	uncertainty e acted too dvantage of d not keep ng; repeated to wrong do the right work. May ony out to get	3	Strove to do the job better. Developed new ideas, methods, and practices. Got things done. Made improvements: "worked smarter, not harder." Self-starter; not afraid of making mistakes. in the starter of the starter o	0	Was extremiely innovative. Originated, nurtured, promoted, or brought about new ideas, methods, or practices which resulted in significant improvements to unit and/or Coast Güard. Dild not promote change for sake of change. Made worthwhile ideas/practices work when others may have given up. Always did the "right" thing at the "right" time. Combined keen analytical fhought and insight to make timely and successful decisions. Focused on the key issues and the most relevant		0
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f. COMMENTS:													
10. REPRESENTING THE	_	1									0		1 - Luo
a. MILITARY BEARING:	1	l traditions	: nr custams	to conform and courtesie	s Ilnahle ∩ír		The typically e great care in m Meticulous grow	kcellent officer. aintaining and v	Demon- stra vearing unifor	nted 5 ms.	The typically distinguished standards for CG unif	d officer. Clearly set orm and grooming	7 N/C
The extent to which an officer appeared neat, smart and well groomed in uniform or civilian attire; conformed to military		well-groc	med in uni	tly appear nea form and ci Uniform Reg ance of subo	i, Siliali, aliu vilian attire. ulations not		Precise in	endering milita endering milita	ary courtes	ies.	excellence. Set or inspire others. Performance of exceptional. Exemplified the	subordinates was	
traditions, customs, and courtesies; and set standards for subordinates'		maintain	ed. Performa or unaccepta	ance of subo	rdinates was		Precise in Maintained metiquette, and privilege. Requ	deference to	both rank	and	military customs, etiquette	and protocol in very	
performances.	0	Trial girial	or unaccepte			0	privilege. requ		orumates.		public recognition. Notewo	orthy examples.	00
b. PROFESSIONALISM:	\vdash	Misinform	med/unaware	of Coast G	ard policies	<u> </u>	Well-versed in	how Coast G	iuard objectiv		The ideal officer to repres	ent the Coast Guard	
		and object	ctives and ho onsibility. Bl	ow they relate uffed rather to enhance stands	to own areas than admit		policies, proced	ıres serve the p me areas. Was	ublic; cónside s straightforw	ered ard.	Inspired confidence and tri dedication to CG ideas in t	ust; clearly conveyed both public and private	
How an officer applied knowledge and skills in providing services to the public. The manner in which the officer		ignorance image of	e. Did 1ittle t f Coast Gua	to enhance : ard. Was inefl	self-image or ective when		cooperative, an public and q	d evenhanded in overnment. Aw	dealing with are of imp	the pact	life. Worked creatively representatives of public	and confidentlý with and government. Lef	1
represented the Coast Guard.		infringed	with others. on Coast	Led a persor Guard respo	al life which nsibilities or		Supported CG i	ons may cau leals. Personal l	use on oth ife reinforced	ers. CG	everyone with a very position Coast Guard.	live image of self and	
DEALWA WITH THE BURNS	0	imagĕ.		0		0	image.	<u> </u>		_ 0			1010
c. DEALING WITH THE PUBLIC:		Inconsis	d III-at-ease tent in applica	with the publation of CC ed under pre	ic or media. Sprograms to		Dealt fairly and and others at Showed no fav	honestly with t all levels. Resp	the public, m ponded prom	edia otly.	Always self-assured and dealing with public, med	lia and others at a	
How an officer acted when dealing with other services, agencies, businesses, the media, or the public.		antagoni	stic or conde	escending app ents. Embarra	roach. Made		with difficult social situation	ituations. Was	comfortable	e in	levels. Straightforward diplomatic. Applied CG rul uniformly. Showed un Responded with great	es/programs fairly an	d
the media, of the public.		Guard in	a social situa	ation.	13360 00031	0	expressed by the	e public.	to conc		Responded with great actions of others.	poise to provocative	
d. COMMENTS:											0		
11. LEADERSHIP AND POT	ENT	ial (i	Describe de	monstrated I	eadership a	bility a	ind overall pote	ntial for greate	r responsibi	lity, pron	notion, special assignment	and command.)	
12. COMPARISON SCALE	AND	DISTR	IBUTION	(Compa			others of the sa	me grade who	om you hav	e known	in your career.)		
UNSATISFACTORY A Q	UAL FFIC			MA	NY COMP WHO F	PETE	NT PROFE THE MAJO HIS GRADE				AN EXCEPTIONAL OFFICER	A DISTING	
O	0		ı)			0		0		0	0	
13. REPORTING OFFICER A a. NAME AND SIGNATURE	AUT	HENTIC	CATION	b. GRADE	c. SSN			d. TITLE OF F	OUCITION			e. DAT	Е
a. NAME AND SIGNATURE				D. GRADE	C. SSN			a. IIILE OF F	OSHION			e. DAI	E
14. REVIEWER AUTHENTION	CAT	ON		COV	<u>I</u> IMENTS ATT	ACHE	D (Required whe	n the Reporting	Officer is not	a Coast	Guard Officer)		
a. NAME AND SIGNATURE						710112			0111001 10 1101	u 00001	Saara Sinson,		
				b. GRADE	c. SSN			d. TITLE OF P	OSITION			e. DAT	E
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15. RETURN ADDRESS (N	ame a	and addre	ss to which			the o		d. TITLE OF P	cord.) 16	PRIVA(This info	CY ACT STATEMENT ormation is requested und	IDATION er the authority of	14 U.S.C.
15. RETURN ADDRESS (N	ame a	and addre	ss to which			the o		d. TITLE OF P	cord.) 16	PRIVAC This info 633 to assignn	CY ACT STATEMENT	er the authority of itability for promote information is n	14 U.S.C. ion or job nandatory.